

erecruit™

# Minimizing the Disruption of an Enterprise Software Replacement

Erecruit Best Practices

May 2017

# Minimizing the Disruption of an Enterprise Software Replacement

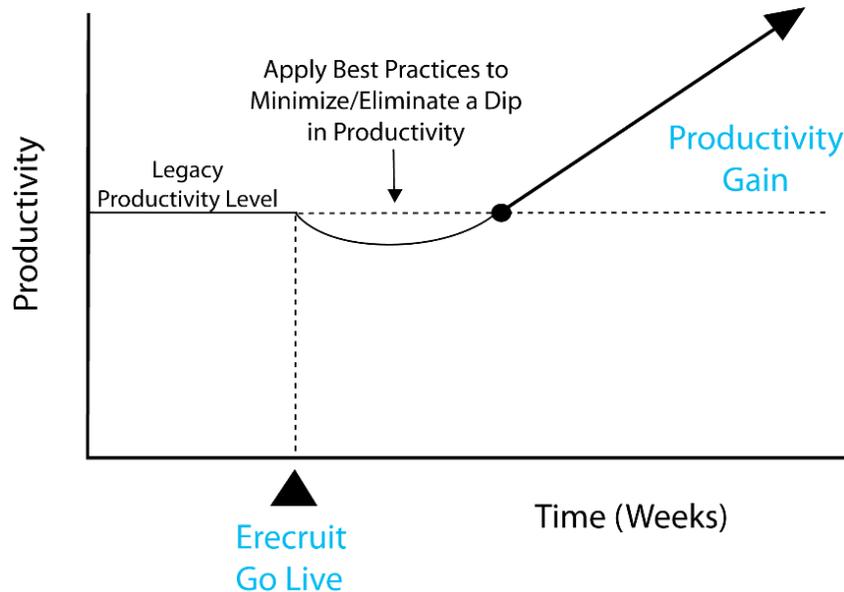
One of the reasons staffing firms delay replacing outdated, suboptimal technology is the concern that business performance will be negatively impacted.

Let's face it, no one wants to plan for a hit on financial results due to lost productivity caused by an enterprise system change. The good news is that the disruption to users can be mitigated by actions taken during implementation to minimize, or even avoid, a productivity dip.

Taking it one step further, groundwork can be laid during implementation to accelerate the realization of business benefits after go-live.

## What is a Productivity Dip?

When users change to a new software solution it may take them more time to complete typical activities as they learn how to use the application. Legacy system replacements are typically coupled with changes to business process, procedures, roles and responsibilities. If not proactively managed these changes can result in a measurable dip in productivity that impacts a firm's financial results.



The depth of the productivity dip measures how far end users' productivity decreases post-go-live. The metrics that each staffing firm uses to measure productivity varies but a typical measure is gross profit dollars per producer per week. Staffing firms that have prepared users adequately for the change will minimize the depth of the dip, or eliminate it all together.

The length of the productivity dip measures the length of time that the productivity is lower than pre-go live performance. The length of the dip is measured in weeks. Staffing firms that proactively establish clear accountability, performance expectations and communication channels for their organization post go live are able to respond quickly to recover from dips in productivity because they are able to quickly make necessary changes and have laid the groundwork to minimize the dip.

Once the productivity dip has been effectively mitigated, productivity will surpass pre go-live levels due to the business process efficiencies enabled by Erecruit functionality, workflow automation, search and match optimization, compliance tracking and management, streamlined time/pay/bill, reporting processes, etc.

Recommendations to minimize or eliminate the productivity dip are discussed in greater detail later in this document.

## 9 Best Practices that Minimize Go-Live Productivity Dips

In Erecruit's experience, staffing firms have a great deal of control over the existence and impact of a productivity dip. There are two key approaches to minimize the productivity dip. First, avoid upheaval before it occurs and, second, put the infrastructure in place to immediately act on post go-live opportunities for improvement. In speaking with our customers and analyzing various outcomes we have identified the following best practices:

1. **Design the future state.** Clearly define and document future state business processes to ensure that key processes, process variations and potential outcomes have been designed and agreed; this will eliminate chaos and delays in addressing user needs once Erecruit is live.
2. **Thoroughly test the system and data.** Conduct thorough end-to-end system, user acceptance, and parallel testing (when needed), validate data conversion and handle issues prior to go live.
3. **Conduct role-specific, business process-based training** so that end users are crystal clear on all business process and procedural changes and are confident in how they will use the system prior to go-live. Dramatic change will require more communication and training.
4. **Identify and train power end users** who can champion and lead the change effort, while acting as a resource for end users. Ensure that power users represent the broad set of process variations, roles and geographies.
5. **Establish a self-service mindset.** One of Erecruit's key differentiators and selling points is the ability for our customers to minimize their dependence on Erecruit. Companies that take ownership over training, configuration changes, building custom reports and developing integrations using Erecruit's API are empowered post go-live to identify and find solutions without having to rely on Erecruit.
6. **Build post go-live support infrastructure.** Put infrastructure in place to efficiently handle end user questions and feedback once the system is live. This includes providing trained Tier 1 support, a change management process and a team to analyze and solve user adoption roadblocks. Earmarking resources and processes to fine-tune data and the configuration post go-live will be helpful in mitigating impacts to productivity.
7. **Proactively plan refresher training.** Prior to go-live, post go-live communications and training can be planned and may include scheduled communications, short videos, and lunch & learns to refresh users and keep them excited.
8. **Set expectations top-down.** Understand the executive sponsor's (and entire leadership team's) role in driving end users' product acceptance and setting expectations. Schedule executive communication prior to and post go-live that expresses executive level support for the solution and states their confidence in the organization to make the change successfully.
9. **Hold end users accountable.** No matter how adept your organization is at implementing change, it takes effort and perseverance; holding end users accountable for successfully making the leap is a key mitigation tactic. Require constructive input and solutions and do not condone complaining.

## **Aim Higher: Accelerate Benefits and Productivity Realization**

During implementation planning, the most advanced staffing firms not only want to minimize a productivity hit, they want to lay the groundwork to accelerate business benefits realization post go-live.

The key to maximizing benefits realization is establishing a continuous improvement culture that mobilizes during the implementation but takes hold at go-live. Your staffing firm will be able to accelerate the return on Erecruit by identifying a core team of resources that are responsible for ongoing user adoption analysis, ensuring business process/Erecruit alignment, and identifying new opportunities to streamline and innovate business processes. A key to this process is teaching front office users the key functionality that will help them make more money.

## **Setting Up Your Erecruit Implementation for Success**

During implementation planning, your Erecruit Project Team will work with you to:

1. Identify productivity dip mitigation actions and incorporate them into the project plan
2. Identify benefits acceleration actions and incorporate them into the project plan
3. Define how productivity will be measured and baselined so that we can jointly monitor the impact and length at go live

## **In Summary**

Staffing firms looking to make an enterprise software replacement often ask Erecruit to estimate the impact on productivity. We've learned that impact to productivity can not only be minimized, but it can be completely avoided. Each customer's environment is unique, but every customer has control over the extent to which the implementation project mitigates against a negative impact to productivity.

Erecruit recommends that customers incorporate aggressive risk mitigation into the project plan to minimize the disruption and to maximize the acceleration of benefits realization. Your Erecruit Project Team will work closely with you to plan and execute these activities.

erecruit™